

Starbucks Coffee Company
2203 Airport Way South
Seattle, Washington 98134
206/447-1575

Howard Schultz
Chairman
President and Chief Executive Officer



September 7, 1993

VIA FACSIMILE - 684-5360

CONFIDENTIAL

Mr. Bob Watt
Deputy Mayor, City of Seattle
600 Fourth Avenue, 12th Floor
Seattle, Washington

Dear Bob:

I telephoned you on Friday with regard to a very serious problem that I am having with Holly Miller. I have tried to resolve the issues that I am having with her privately, and with the most professional manner possible, but I must say I have been met with disrespect and an unwillingness to reach a satisfactory compromise. I am enclosing a copy of a letter sent to Holly on Friday which I would like to make you aware of. It would be very much appreciated if I could discuss this matter further with you sometime today.

I apologize in advance for involving you in this, but I honestly don't know what else to do given the position Ms. Miller continues to take.

Sincerely,

Handwritten signature of Howard Schultz in cursive script.
Howard Schultz

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Enclosure